

76 02119

MANAGEMENT AUDIT REPORT
of the
AFFIRMATIVE ACTION PROGRAM
of
DEPARTMENT OF SUPPLIES

Piper, C. Erwin
[L.A. Dept. of supplies]
Minority groups Employ. LA
Employment Civil empl.

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

FEB 13 1976

UNIVERSITY OF CALIFORNIA

by

C. Erwin Piper
City Administrative Officer

November, 1975

76 02119

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JAN 11 2024

UNIVERSITY OF CALIFORNIA

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY
FEB 13 1978
UNIVERSITY OF CALIFORNIA

TABLE OF CONTENTS

	<u>Page</u>
THE DEPARTMENT PROGRAM	1
QUANTITATIVE GOALS	1
ACTION PROGRAMS	3
EVALUATION AND COMMENTS	5
RECOMMENDATIONS	6

THE UNIVERSITY OF

CHICAGO

LIBRARY

1950-1951

1950

1
2
3
4
5

1950-1951
1950-1951
1950-1951
1950-1951
1950-1951

THE DEPARTMENT PROGRAM

The Affirmative Action Program for the Supplies Department was approved by the City Personnel Department in June, 1974. At that time, the Department submitted a policy statement, quantitative goals, and limited information regarding action programs. Since that time, two semi-annual affirmative action progress reports were prepared. One was submitted to the Personnel Department in January, 1974, and the other in July, 1975. These semi-annual reports contain accomplishments, future goals and means of attaining them, and numerous appendices relating to the affirmative action program of the Department. The July, 1975, report contained revised quantitative goals.

The Departmental EEO Coordinator meets on a quarterly basis with representatives of the Personnel Department to discuss progress toward attainment of goals and problems encountered. Semi-annual reports will continue to be submitted for inclusion in the Personnel Department's semi-annual report to the Civil Service Commission, the Mayor, and the Council.

A single comprehensive Departmental program document should be prepared which sets forth the policy, goals, and responsibilities for attainment of the Department's overall affirmative action objectives. This document should include clear delineation of responsibilities of all Department personnel, pertinent information relating to the Department's quantitative goals, ongoing action programs established to achieve the quantitative goals, and other appropriate information.

QUANTITATIVE GOALS

Department Goals

Analysis of the Personnel Department's most recent Work Force Analysis Report for the first quarter of FY 1976 indicates that, from an overall standpoint, the Department has achieved parity with the Los Angeles Civilian Labor Force for all ethnic groups.

The representation of women in the Department is 31.5 percent. This is a respectable showing, however, since only 18 percent of all City employees are women. Overall, Caucasians are slightly underrepresented in the Department.

By Occupational Category

The Work Force Analysis Report indicates that all but eight of the Department's employees fall into three occupational categories. The Office/Clerical is the largest with 71 employees, and the next largest is the Skilled Craft category with 41 employees. The Professional category is the smallest with 23 employees.

The Department's projected numerical goals indicate basic conformance with the Los Angeles City Civilian Labor Force figures for all ethnic groups and for women in all three main occupational categories within five years.

Analysis of the breakdown of minorities and women in the above categories indicates that the Office/Clerical category is overrepresented in all ethnic groups except Asian/American Indians and is also overrepresented in Women. According to the Department's numerical goals, the underrepresentation of Asian/American Indians will not be corrected until the fourth year of the program. Considering the rate of turnover in the Office/Clerical category in the Supplies Department, it should be possible to achieve parity with Civilian Labor Force percentage much sooner than this. The numerical goals in the Asian/American Indians group should be adjusted upwards and action initiated to correct this deficiency.

In the Skilled Craft occupational category, the Department is underrepresented in Women, overrepresented in Asian/American Indians, and somewhat underrepresented in the Blacks and Spanish-Surnamed groups. In this instance, the Department does not forecast parity with the Civilian Labor Force for Blacks and Spanish-Surnamed until the fifth year. This seems too pessimistic. On the other hand, the Department's five year numerical goals projection indicates that the number of women in the Skilled Craft category will more than double within the five year period and reach full Civilian Labor Force parity by the fifth year. This appears unduly optimistic, since women have not traditionally been employed in the skilled crafts.

The smaller Professional occupational category has the most serious underrepresentation of ethnic groups and women. The 23 employees in this category are in the Accountant, Buyer, and Administrative Assistant classes. Progress in this category will

depend upon the availability of qualified minority and female eligibles in these classes. Because availability may be limited and the relatively low turnover in this occupational category, progress will probably be slow. The Department's numerical goals do, however, project that basic parity with the Los Angeles City Civilian Labor Force will be achieved in the Professional category by the fifth year.

ACTION PROGRAMS

The Department has developed action programs to facilitate the attainment of its quantitative goals. In this regard, there are numerous ongoing activities, including the dissemination of information regarding promotional opportunities, provision of career counselling to employees upon request, and the collection and analysis of personnel data by the Department EEO Coordinator. In addition, there are planned activities, which are new action programs which are scheduled for completion within a period of six months.

The Department accomplished the following from January 1 through June 30, 1975:

- Obtained two positions of Accounting Clerk through the budgetary process. These positions will eventually provide promotional opportunities into the proposed sub-professional class of Accounting Aide.
- Reviewed proposed examination bulletins for several Skilled Craft positions and suggested revisions to broaden the candidate group.
- Distributed, on a continuing basis, promotional ladder pamphlets and examination information to employees.
- Reviewed and revised the Department Rules and Regulations Manual.
- Sent employees to 1,093 hours of training.

The Department's planned activities for July 1 through December 31, 1975 are to:

- Survey positions to determine what physical skills are required to perform the duties of each to ensure that handicapped candidates are not denied employment opportunities for non-job-related reasons.
- Review and update employee records to reflect past employment experience and training to insure that adequate information is available for promotional counselling. This has been completed.
- Continue dissemination of the Department's Affirmative Action Program and provide information to employees on the revised Department Rules and Regulations Manual.
- Continue to review with the Personnel Department, specifications and examination bulletins to insure that requirements are job-related and allow upward mobility.
- To correct underrepresentation of Blacks, Spanish-Surnamed and Women in the Skilled Craft category, the Department will:
 - Implement an expanded and more formalized "apprenticeship", in-house training program for increased employee promotional opportunity at the Print Shop. This project will include:
 - Reviewing requirements and skills presently required for advancement to the journeyman level craft positions and revising unnecessary restrictive requirements.
 - Determining what on-the-job training will be required for advancement to journeyman level jobs and listing approved formal training goals for each "apprentice".
 - Explaining the program to the Print Shop employees and providing individual counselling to insure that they understand the effect of the program on their promotional opportunities and what will be required of them to achieve the desired goals.
 - Issuing training certificates to be placed in the personnel records of each "apprentice" to record progress toward meeting the required experience and formal training requirements for promotional examinations.

EVALUATION AND COMMENTS

Steady progress has been made through the years in increasing the employment of minorities and women in the Department of Supplies. The Department is striving to achieve basic parity with the Los Angeles Civilian Labor Force figures in its major occupational categories within five years. In order to improve the administration of the affirmative action program, certain additional actions should be initiated.

The Department's affirmative action policies, goals, action programs and personnel responsibilities should be incorporated into a single program document. A separate procedure for handling discrimination complaints should be developed since the progressive review structure provided in the normal Departmental grievance procedure is not ideally suited for resolution of discrimination complaints. In addition, target dates should be established for completion of each action program included in semi-annual progress reports.

The Department's turnover rate in its Office/Clerical occupational category is considerably higher than turnover in this category for the City as a whole. The reasons for this should be determined through exit interviews and by other means, and action initiated to overcome the situation, perhaps through a clerical rotation plan.

Due to the decentralization of the Department, it is important that supervisory personnel be continually apprised of their affirmative action responsibilities. Some Departmental orientation has been provided in the past in this regard, and some supervisors have attended affirmative action training courses. In order to maintain a continuing emphasis on the Department's affirmative action commitment, management and supervisory responsibilities should be reviewed periodically in Departmental meetings, and provisions made for all supervisors to attend appropriate training courses. In addition, there should be wider dissemination of information pertaining to City and Departmental affirmative action matters to all employees.

MEMORANDUM FOR THE DIRECTOR

The purpose of this memorandum is to inform you of the results of the investigation conducted by the FBI on the matter of the alleged activities of the [redacted] in the [redacted] area. The investigation was conducted by the [redacted] and the [redacted] and the results are as follows:

The investigation revealed that the [redacted] has been active in the [redacted] area for some time. The [redacted] has been found to be involved in the [redacted] and the [redacted] and the [redacted] has been found to be involved in the [redacted] and the [redacted]. The [redacted] has been found to be involved in the [redacted] and the [redacted] and the [redacted] has been found to be involved in the [redacted] and the [redacted].

The investigation also revealed that the [redacted] has been active in the [redacted] area for some time. The [redacted] has been found to be involved in the [redacted] and the [redacted] and the [redacted] has been found to be involved in the [redacted] and the [redacted]. The [redacted] has been found to be involved in the [redacted] and the [redacted] and the [redacted] has been found to be involved in the [redacted] and the [redacted].

The investigation also revealed that the [redacted] has been active in the [redacted] area for some time. The [redacted] has been found to be involved in the [redacted] and the [redacted] and the [redacted] has been found to be involved in the [redacted] and the [redacted]. The [redacted] has been found to be involved in the [redacted] and the [redacted] and the [redacted] has been found to be involved in the [redacted] and the [redacted].

Very truly yours,
[redacted]
Special Agent in Charge

RECOMMENDATIONS

It is recommended that the Purchasing Agent:

1. Prepare a single comprehensive Affirmative Action Program document in accordance with guidelines established by the Personnel Department. The document should include policy statements, quantitative goals and timetables, action programs, and specific affirmative action responsibilities of all Department personnel.
2. Develop and submit to the Personnel Department for approval, a Discrimination Complaint Procedure separate and distinct from the Department's Grievance Procedure. After approval, disseminate information regarding the procedure to all employees.
3. Establish target dates for completion of action programs included in semi-annual progress reports.
4. Review quantitative goals in the Office/Clerical and Skilled Craft occupational categories to ensure that goals are realistic.
5. Analyze the Office/Clerical occupational category to determine reasons for the high turnover rate, and initiate a rotation program or other appropriate action to reduce turnover.
6. Conduct exit interviews with all employees leaving the Department to help determine reasons for employee turnover, and to assist in evaluation of the Department's Affirmative Action Program.
7. Periodically include in regular meetings of management and supervisory personnel, a review of supervisory responsibilities and a discussion of progress made and problems encountered in achieving the Department's affirmative action goals.
8. Require supervisors who have not previously attended Personnel Department affirmative action training courses to attend those courses.
9. Post copies of informative newsletters, bulletins, and other documents pertaining to City and Departmental affirmative action matters on bulletin boards in all divisions.



C124883224

INSTITUTIONAL REVIEW BOARD

It is recommended that the following be done:

1. Review a single copy of the Institutional Review Board Form 100-100, in accordance with guidelines established by the Federal Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

2. Review and submit to the Institutional Review Board for review and approval the Institutional Review Board Form 100-100, in accordance with the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

3. Review and submit to the Institutional Review Board for review and approval the Institutional Review Board Form 100-100, in accordance with the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

4. Review and submit to the Institutional Review Board for review and approval the Institutional Review Board Form 100-100, in accordance with the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

5. Review the Institutional Review Board Form 100-100, in accordance with the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

6. Conduct and submit to the Institutional Review Board for review and approval the Institutional Review Board Form 100-100, in accordance with the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

7. Review and submit to the Institutional Review Board for review and approval the Institutional Review Board Form 100-100, in accordance with the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

8. Review and submit to the Institutional Review Board for review and approval the Institutional Review Board Form 100-100, in accordance with the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

9. Review and submit to the Institutional Review Board for review and approval the Institutional Review Board Form 100-100, in accordance with the Department of Health and Human Services, Office for Human Resources Research and Development, and the Department of Health and Human Services, Office for Human Resources Research and Development.

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JAN 11 2024

UNIVERSITY OF CALIFORNIA